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Towards global partnerships

Enhanced cooperation between the United Nations and all relevant partners, in particular the private sector

Report of the Secretary-General**

Summary

In recent years, the United Nations has increasingly engaged in partnerships with non-State actors, including civil society and businesses. Today, partnerships are an integral part of the work of much of the United Nations system. A variety of engagement mechanisms have been developed; all approaches emphasize that such partnerships reflect the desire to more effectively implement the United Nations goals and commitments agreed upon by Member States, including the Millennium Development Goals. The United Nations values-based mission, convening power and geographical reach, provide the Organization with unique strengths when partnering with non-State actors. There are a number of concrete steps the United Nations system should take in order to build a more conducive environment for its partnerships with the private sector. These steps include increasing institutional capacity in country offices, promoting the training of staff at all levels, streamlining United Nations guidelines for partnerships, improving the coherence and practicality of the partner selection processes, building the foundation for smart selectivity through systematic impact assessment and fostering transparency through improved learning and best practice exchange. As United Nations organizations are scaling up promising new approaches and internalizing lessons learned, Government support remains critical.

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I. Introduction

1. The present report is submitted in compliance with General Assembly resolution 58/129 of 19 December 2003, in which the Assembly requested the Secretary-General to submit a report at its sixtieth session on the implementation of the proposals of modalities for enhanced cooperation between the United Nations and all relevant partners, in particular the private sector.

2. Two previous reports of the Secretary-General that focused on enhanced cooperation between the United Nations and all relevant partners (A/56/323 and A/58/227). These reports provide an overview of the modalities of partnerships in the United Nations system, identifying recent accomplishments and challenges. The present report builds upon them.

3. In its resolution 58/129, the General Assembly highlighted the role that partnerships play in achieving internationally agreed development goals, including the Millennium Development Goals. The Assembly emphasized that the principles and approaches that govern partnerships should be built on the foundation of the Charter of the United Nations. In addition, the resolution invites the United Nations to continue a common and systematic approach to partnerships and to ensure that partnerships are consistent with national laws and national development strategies and plans.

4. There has been much progress on public-private partnerships in the course of the last decade. As documented in the present report and previous reports on the implementation of General Assembly resolutions 55/215 and 56/76, the United Nations is successfully beginning to reach out to business and civil society. The United Nations is engaging other stakeholders in its intergovernmental processes, offering the private sector opportunities to bring its valuable perspective to the table. In addition, almost all United Nations agencies, funds and programmes have launched a variety of collaborative projects in support of United Nations goals.

5. By involving business and civil society, the United Nations is able to direct crucial skills and resources towards its work. While almost all partnerships surveyed include participants from civil society, the present report focuses in particular on the relationship between the United Nations and business.[1] The role and contribution of business varies across partnerships. Rather than simply acting as a provider of financial resources, business brings its networks, experience and skills to partnerships with the United Nations. These contributions are of tremendous value, not just for individual partnerships, but for the United Nations as a whole, which stands to benefit from this transfer of knowledge and skills.

6. In recent years partnerships, taking into account national ownership and leadership of the development process, have allowed the United Nations to become

[1] This report draws on various sources: a survey with United Nations private sector focal points (focal points from 14 agencies, funds and programmes participated); more than 30 in-depth follow-up interviews with staff from the entire United Nations system; more than 40 in-depth interviews with partner organizations from business and civil society; more than 15 small case studies for the illustration of current partnership activities; and a review of the relevant academic literature on the subject. For a more detailed review of United Nations relations with civil society, see the report of the Panel of Eminent Persons on United Nations-Civil Society Relations entitled, "We the peoples: civil society, the United Nations and global governance" (A/58/817).

increasingly creative and sophisticated in its attempts to direct the skills and resources of business and civil society towards the goals of the Organization. Many innovative partnerships have been initiated across the United Nations system and progress has been made in a number of important areas. However, the challenge now is to learn from these experiences and to move from the current phase of experimentation towards a more systematic approach to partnerships that includes a greater focus on their impact and sustainability. In particular, a survey of existing partnerships identifies two crucial components of successful partnerships: strong partnership management (that promotes impact and accountability) and local ownership (to ensure that partnerships reflect the priorities of the targeted countries and beneficiaries).

7. In some cases, the United Nations has successfully applied strong management and local ownership to partnerships. Yet it is important that such best practices are captured and disseminated throughout the Organization. Mechanisms, tools and skills that facilitate strong partnership management and local ownership need to be institutionalized within the United Nations in order to foster a more systemic approach to partnerships. This presents a significant challenge to the United Nations due to resource and other constraints. It is clear that the United Nations cannot successfully address these challenges alone. Instead, the Organization should work in collaboration with its partners from business and civil society and with Governments and other intergovernmental organizations to harness effective partnerships that further the mission of the United Nations.

II. Partnerships between the United Nations and business: definition, categories and case studies

A. Definition: a framework for partnerships between the United Nations and business

8. Partnerships are defined as voluntary and collaborative relationships between various parties, both State and non-State, in which all participants agree to work together to achieve a common purpose or undertake a specific task and to share risks and responsibilities, resources and benefits. While this broad definition is suitable for providing a cursory overview of partnership practice, it is insufficient as a guide for United Nations action.

9. A more comprehensive characterization of partnerships with further explanation of their operational applicability is detailed in the Secretary-General's guidelines for cooperation between the United Nations and the business community (A/56/323, annex III). Building on this directive, many United Nations organizations have issued tailored guidelines in order to leverage partnerships for their missions. Jointly, the guidelines provide the overall framework within which the United Nations structures its partnership engagement.

B. Partnership categories and case studies

10. Building on previous work,[2] the present report makes a preliminary attempt at categorizing partnerships by function in order to better demonstrate the practical contributions partnerships can make to the work of the United Nations.[3]

11. Partnerships can be loosely grouped under the following four functions:

(a) Advocacy: taking into account national ownership and leadership of the development process, the United Nations partners with business and civil society in order to advance a cause or to place an issue on the global agenda. Such partnerships leverage the reputation and networks of the United Nations and key stakeholders to promote vital development issues, including the Millennium Development Goals;

(b) Developing norms and standards: the United Nations engages with stakeholders in order to develop common standards, norms, shared values and ethical behaviour that help facilitate market transactions and promote United Nations goals;[4]

(c) Sharing and coordinating resources and expertise: the United Nations partners with business in order to benefit from complementary resources and to coordinate contributions to key development issues, including humanitarian relief efforts. Especially important is the dissemination and sharing of existing know-how, knowledge and technology that often contributes to capacity-building;

(d) Harnessing markets for development: the United Nations partners with business to support the development and expansion of sustainable markets locally, regionally and globally. There are two types of partnerships: partnerships that provide access to markets (producer networks); and partnerships that bridge or deepen markets (providing incentives for business to invest).

12. The role and contribution of business varies across these initiatives: early hopes that partnerships would generate significant new funding streams for the United Nations have largely not been fulfilled. However, business brings other resources to the table, including its networks, experience and skills, all of which have tremendous value not only for the partnership itself, but in many cases also for the United Nations, which benefits from a transfer of knowledge and skills.

13. Business, together with civil society, can contribute to advocacy partnerships with the United Nations not only through financial support, but also through its expertise (e.g. in marketing) and its extensive contacts with consumers. Companies tend to become involved in advocacy partnerships for philanthropic reasons or as part of their core business operations. In addition to contributing to the implementation of the Millennium Development Goals, advocacy partnerships have helped to sensitize business to the overall mission and work of the United Nations.

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[2] *Building Partnerships: Cooperation between the United Nations system and the private sector* (United Nations publication, Sales No. E.02.I.12).

[3] This functional categorization serves as a purely heuristic device and is not meant to amend or override the partnership modalities set out in Guidelines on cooperation between the United Nations and the business community (A/56/323, annex III, para. 18).

[4] Zacher, Mark. "The United Nations and global commerce", United Nations Department of Public Information, Development and Human Rights Section, New York, 1999.

Box 1
Advocacy partnerships

Health in Your Hands. To more effectively promote handwashing with soap, public health experts from the World Bank and the United Nations Children's Fund (UNICEF) came together in the late 1990s to develop new approaches to health advocacy. They realized that in order to be effective, they would have to utilize the private sector's comparative advantage in marketing. In 2001, the Global Public-Private Partnership for Handwashing with Soap was launched. Building on detailed consumer studies, country-based programmes reach out to target audiences through mass media, direct consumer contact and Government channels of communication.

International Labour Organization-West Africa Cocoa and Commercial Agriculture Programme. To combat child labour in the cocoa growing industry, the International Labour Organization (ILO) launched the West Africa Cocoa and Commercial Agriculture Programme, which combines awareness-raising among families and communities with concrete action to shift children from work to school. It also helped establish a child labour monitoring system that produces accurate and credible reports on the use of such labour in West African cocoa production. The programme is supported by the cocoa and chocolate industry and by relevant countries including Cameroon, Côte d'Ivoire, Ghana, Guinea and Nigeria.

14. Various partnerships have emerged in recent years to develop standards or codes of conduct in order to fill global governance gaps. Such partnerships, also known as global public policy networks, are the most complex to manage because they usually require the involvement of a broad variety of stakeholders. These stakeholders usually represent diverse interests and such partnerships therefore constitute forums in which different perspectives are managed. These partnerships also raise concerns about accountability as they give non-State actors an active role in shaping public policymaking. Accordingly, such partnerships require a careful balancing of action and accountability, impact orientation and inclusiveness.

Box 2
Developing rules, norms and standards

Global Reporting Initiative. This initiative, convened by the Coalition for Environmentally Responsible Economies and the United Nations Environment Programme (UNEP), aims to elevate sustainability reporting (i.e. reporting on economic, social and environmental performance) to equivalency with financial reporting. Its core task is engaging in a multi-stakeholder process with non-governmental organizations (NGOs) and businesses to develop a set of universal corporate social responsibility reporting guidelines. The Global Reporting Initiative became independent in 2002, but continues to work closely with UNEP and the Global Compact.

Who Cares Wins. In 2004, 20 major financial institutions — with combined managed assets worth more than $6 trillion — produced the *Who Cares Wins* report. This project was carried out under the supervision of the Global Compact with the support of UNEP and the Conference Board. The initiative aims to develop guidelines and recommendations on how to better integrate environmental, social and corporate governance issues into asset management, securities brokerage services and associated research functions.

15. Partnerships between the United Nations and business that help to share knowledge and technology take advantage of technological innovation and the ability to foster information and best practice exchange. They exploit economies of scale in knowledge generation and dissemination and thereby help to build capacity in developing countries.

Box 3
Sharing and coordinating resources and expertise

Moving the World. The partnership between the World Food Programme (WFP) and an express delivery and logistics services firm aims to support the WFP fight against world hunger through knowledge transfer, on-the-ground logistical support and advocacy work. The company's in kind and financial commitments (more than $12 million in 2005) have generated 27 projects in some 60 countries, most recently in the tsunami-affected areas of South-East Asia. The company has offered its logistical expertise to improve the infrastructure of WFP, particularly storage facilities, to provide direct support in emergency operations and to help bring WFP air operations up to United States Federal Aviation Administration standards.

Stop TB. Stop TB is one of the flagship global health partnerships housed by the World Health Organization (WHO). Launched in 2000, the initiative is designed to expand, adapt and improve strategies to control and ultimately eliminate tuberculosis worldwide. A clear vision, measurable targets and a governance structure placing a strong emphasis on transparency and inclusiveness have helped to forge an effective coalition that has raised awareness and contributed to resources to the fight against tuberculosis.

United Nations Industrial Development Organization automotive industry partnerships. In 1999, the United Nations Industrial Development Organization (UNIDO) launched a partnership with an Italian auto company in order to strengthen small and medium-sized Indian automotive component manufacturers through quality management and technology upgrading. Within two years, the participating small component suppliers (120 of them by 2005) reported a range of measurable improvements including an increase in turnover, productivity, safer production methods and, most importantly, receptivity to continuous improvement. Since 2003, this programme has been implemented with similar success in Nigeria and South Africa.

Eni-UNICEF Project for the Prevention of Mother to Child Transmission of HIV. This partnership, financed by an Italian oil company and carried out by UNICEF, was developed to provide services for the prevention of mother-to-child transmission of HIV in the Rivers and Bayelsa states of Nigeria, which were particularly impacted by the HIV/AIDS pandemic. The initiative's overall objective is to increase the provision of voluntary confidential counselling and testing services as well as other "Preventing Mother to Child Transmission" services in 100 local government areas. The aim is to reach at least 20 per cent of women visiting prenatal clinics in four selected health centres. The project focuses on women between the ages of 15 and 49 and includes their partners and families. It targets approximately 15,000 women and 300,000 people in the surrounding communities. Major achievements include the mapping of 200 communities, the supplying of equipment to 4 project health sites, the training of 120 health practitioners and community mobilization.

"First on the ground" initiative. In order to facilitate the provision of mobile GSM networks — a standard for mobile phones that allows cost-effective, international roaming — to a number of United Nations humanitarian agencies, the Office for the Coordination of Humanitarian Affairs cooperates closely with a Swedish telecommunications firm. The partnership was formally launched with an agreement to accept the donation of a "switch" to be located at the United Nations Logistics Base at Brindisi, Italy, in 2001. This switch facilitates the standby capacity needed to provide mobile GSM networks to disaster areas. The company also set up a technical reference group as a permanent branch of the response programme that comprises employees who have the relevant technical expertise to assist United Nations and other relief organizations in identifying needs and developing technical proposals and applications for more efficient disaster response.

Partnerships for disaster relief: the tsunami experience. The December 2004 tsunami in South Asia resulted in a massive and unprecedented outpouring of help from business. Cash donations have exceeded $300 million to date. Many of the companies currently or formerly engaged in partnerships with the United Nations offered assistance for the region. The existing channels of communication ensured that their contributions were particularly quick and effective. For example, one company offered an additional $2.9 million of in kind support to its ongoing partnership with WFP. This contribution enabled trucks and helicopters to supply the population of Banda Aceh, Indonesia, with food and other relief supplies. Another company provided pro bono services to assist the United Nations in providing the massive outpouring of help as efficiently as possible to the affected areas. Many companies with no previous United Nations partnership experience also enquired about assisting with tsunami relief activities. One of the challenges has been to match company donations, particularly in kind contributions, with the appropriate United Nations bodies. An effort to address this issue is the inter-agency website entitled "Business contributions to United Nations emergency relief efforts: an orientation guide", which was launched by the Office for the Coordination of Humanitarian Affairs and the Global Compact. The guide is designed to help

businesses identify effective ways to support ongoing and future United Nations relief efforts. The Corporate Partnerships in Emergencies (COPE) Programme of the United Nations Development Programme (UNDP) also facilitates the matching of private sector donations and expertise with UNDP humanitarian relief work throughout the world. The tsunami disaster illustrates that significant existing partnerships and channels of communication are critical to ensuring rapid and effective joint United Nations — private sector action in emergency relief operations. At the same time, the crisis also raised awareness in the business community of the scale and scope of the work of the United Nations, as well as its organizational limits.

16. The successful implementation of the Millennium Development Goals is impeded by the non-existence of markets in many developing areas and the fact that when markets do exist, they often do not produce socially desirable results. Many partnerships between the United Nations and business try to address these challenges, either by providing access to markets or by deepening them.

Box 4
Harnessing markets for development

Shea Butter Production in Burkina Faso. This initiative brings together the United Nations Development Fund for Women (UNIFEM), a French cosmetics firm and local producer cooperatives with the aim of supporting female shea butter producers in rural Burkina Faso. In the 1990s, the Government of Burkina Faso sought to diversify its economy and improve the economic livelihoods of rural women by developing the shea butter industry, a traditional women's sector in Burkina Faso. UNIFEM became involved in the project in 1997, identifying the need to improve women's access to the means of production and export markets. The partnership seeks to address these issues by providing producer training in process and storage techniques, sales, marketing and negotiations. Moreover, the company commits itself to buying shea butter directly from local cooperatives (90,000 tons in 2002), paying in advance to augment the financial security of producers.

Slum Upgrading Facility. The Slum Upgrading Facility is a new global facility located within the United Nations Human Settlements Programme (UN-Habitat). The Facility is designed to lead and coordinate technical cooperation and seed capital initiatives. It was established to develop bankable projects that promote affordable housing for low-income households, the upgrading of slums and the provision of urban infrastructure in cities of the developing world. The Facility's clients are located in the private sector and include retail banks, property developers, housing finance institutions, service providers, microfinance institutions and utility companies. Other partners include municipal authorities, NGOs and departments of central and local governments. A central objective of the Facility is to mobilize domestic capital for

upgrading slums by facilitating links among local actors and packaging the financial, technical and political elements of development projects.

Sleeping sickness. In order to eliminate African trypanosomiasis, also known as sleeping sickness, WHO joined forces with a pharmaceutical company in 2001. Sleeping sickness, a fatal neurological disorder occurring only in remote areas of rural Africa, was neglected by the international community and industry for decades and is on the increase again. With more than 500,000 people infected, 60 million people in over 36 countries are at risk of contracting the disease. The company agreed to a five-year contribution plan worth $25 million which operates on three levels: drug donation, programme support (cash and in kind) and investment in research and development. In 2004, the partnership responded to an appeal from the local community regarding an impending disaster in southern Sudan and took only six months to rehabilitate health capacities there. Discussions are under way to extend the partnership beyond 2006. It is likely that a new agreement will be signed.

III. Recent organizational trends: challenges and opportunities

17. In the past decade, the United Nations has fostered a period of experimentation and transformation. Partnerships with business and civil society have been one of the Organization's major innovations; much has been accomplished. Now, the challenge is for the United Nations to move towards a more systemic approach to partnerships that places a greater emphasis on impact and sustainability.

18. Adopting a more systemic approach to partnerships within the United Nations system extends beyond simply continuing successful partnerships. It involves adopting best practices and changes in institutional structures, policies and processes. Partnership issues should be addressed at all stages of the work of the United Nations in which they are relevant and feasible. Further, the United Nations should work to integrate the resulting expanded partnership function into the management of the Organization.

19. The United Nations has launched numerous initiatives in recent years, many of which have the potential to create a more favourable and enabling environment for engaging business and civil society. Some directly contribute to facilitating both cultural and institutional change to turn the United Nations into a more effective partnership organization. These initiatives emphasize how parts of the United Nations have engaged the business community and civil society in their ongoing work. This report provides a selective presentation of trends and is not intended to capture the complete range of activities under way.

20. The United Nations continues to engage and draw upon the expertise of the business sector in various United Nations intergovernmental processes, offering the private sector opportunities to have its voice heard. In addition, partnerships can play an important role in supporting the implementation of objectives and mandates stemming from intergovernmental deliberations.

21. The United Nations is actively engaging business in the follow-up process to the International Conference on Financing for Development, held in Monterrey, Mexico, in March 2002. In response to General Assembly resolution 58/230, the Financing for Development Office has initiated a series of multi-stakeholder consultations on development finance issues. Findings were presented at the High-level Dialogue on Financing for Development on 27 and 28 June 2005. Partners from business and civil society have been responsible for managing some of these consultations, focusing on: how partnerships can improve the reach and effectiveness of development assistance, enhance the climate for private investment and help to build inclusive financial systems. The business sector has also been involved in another set of multi-stakeholder consultations managed by the Financing for Development Office, which focus on the impact of sovereign debt on development. As part of this consultation, a business advisory committee on debt, consisting of leading investors and bankers, was formed by the Office to provide expertise on the issue.

22. Partnerships also continue to transform the work of the Commission on Sustainable Development. Partnerships for sustainable development were an important outcome of the World Summit on Sustainable Development held in Johannesburg, South Africa, in 2002. Since the Summit, 308 partnerships are now profiled in an interactive online database, which contains information on these initiatives based on voluntary self-reports. The purpose of the partnerships database is to facilitate experience and knowledge-sharing on the implementation of sustainable development through partnerships and to assist individual partnership initiatives in their efforts to attract new partners and donors. In 2004, in preparation for the twelfth session of the Commission, the secretariat of the Commission produced the first report of the Secretary-General on partnerships for sustainable development. The report identified emerging trends within Commission-registered partnerships using parameters that included geographical scope, thematic focus, resources and implementation mechanisms. In addition, at the twelfth session of the Commission, a partnerships fair was incorporated into the official programme to provide a venue for sharing lessons learned, showcasing progress made, launching new partnerships and networking among existing and potential partners. The partnerships fair of the thirteenth session of the Commission in 2005 focused on water, sanitation, human settlements and cross-cutting practical issues relevant to all partnerships. It also included a discussion on the role of the private sector in partnerships for sustainable development.

23. In 2004, the Economic and Social Commission for Asia and the Pacific established two new initiatives for increasing cooperation with the private sector. The Business Advisory Council of the Commission advises the Commission on promoting cooperation between the private sector and the United Nations in the region, while the Asia-Pacific Business Forum provides a platform for dialogue among business, Governments and civil society on regional social and economic policy issues and their implications. The 2005 Forum focused on how the public and private sectors can work together to improve the climate for doing business and promote corporate social responsibility.

24. The Information and Communication Technologies Task Force is an example of a partnership stemming from an intergovernmental process. The Task Force was created by the Secretary-General in 2001 to advise the United Nations on information and communication technologies for development issues. It is an

intergovernmental body in which non-governmental members, representing business and NGOs, have the same decision-making power as those representing Governments. The Task Force is widely regarded as a highly effective multi-stakeholder forum offering an effective space to share ideas and concerns and develop collaborative projects. From its inception, the Task Force has worked to develop relationships with major global initiatives, multilateral institutions and regional organizations and has forged a number of strategic partnerships. Originally scheduled to last three years, the Task Force was extended through 2005.

25. In addition, various United Nations organizations have taken first steps in building institutional structures and capabilities that help facilitate partnership engagement. UNICEF was one of the first United Nations entities to build partnerships. Today, UNICEF features a partnership portfolio that offers potential partners a wide range of opportunities for working with the organization, including innovative partnerships, strategic philanthropic initiatives, global, regional and local cause-marketing initiatives and employee-driven programmes. The organization's partnership work is guided by a corporate alliances team that coordinates outreach to partners. In 2003, UNICEF maintained partnerships with more than 180 companies, which each contributed more than $100,000 (cash or in kind) to partnership projects.

26. UNDP has taken steps in recent years to create the necessary institutional structures, policies and additional capacity at the country and regional office levels to develop and manage partnerships with non-State actors. UNDP maintains a broad and continuously growing portfolio of partnership projects in all core areas of its work. As in other United Nations organizations, the work UNDP conducts with business is structured to complement the Secretary-General's guidelines on cooperation between the United Nations and the business community (A/56/323, annex III) and is driven by a policy statement that provides further practical guidance for partnership work. The organization's partnership work is coordinated by the UNDP Division for Business Partnerships.

27. The past year saw concrete follow-up to "Unleashing entrepreneurship: Making Business Work for the Poor", a report prepared under the auspices of UNDP in 2004 on behalf of the Commission on the Private Sector and Development. The report was officially launched in over 30 countries, engaging heads of State, key policymakers, local governments and private sector players both foreign and domestic. These launch events were complemented by a series of workshops and new project developments including concrete initiatives undertaken by the United Nations system embodying the recommendations of this report.

28. The partnership work undertaken by UNDP is increasingly being decentralized into country and regional offices and through the implementation of programmes such as the Growing Sustainable Business initiative. Initiated by the Global Compact in 2002 and implemented by UNDP, this programme facilitates business-led enterprise solutions to poverty reduction. It has amassed a portfolio of over 15 leading global businesses and is expanding in Africa, Asia and Latin America. The programme was cited by the recent World Economic Forum, the New Partnership for Africa's Development and Africa Commission reports as a groundbreaking contribution to the business and development landscape, and its continued growth and engagement in developing new business models and technologies will contribute to advancing the Millennium Development Goals.

29. UNIDO has also begun to integrate partnerships with business and other stakeholders into its main lines of work. Through the UNIDO Business Partnership Programme, partnerships are designed to nurture small and medium-sized enterprises in developing countries. In particular, the programme focuses on enhancing the quality, efficiency and international competitiveness of small and medium-sized enterprises. It also aims to promote technological and managerial learning, increased domestic resource use in production and increased productive employment and incomes. By promoting sustainable industrial development, UNIDO partnership activities are closely aligned with the overall goals of the Organization. Accordingly, the UNIDO Business Partnership Programme is integrated into the Organization's overall corporate strategic plan, linking UNIDO partnership activities with the main services offered by the organization. UNIDO has developed a partnership guide that provides detailed background for its staff and prospective and current partners, on how partnerships are developed, what purposes they serve and what principles they should follow. UNIDO partnership work is coordinated by a small staff located at its headquarters.

30. Other United Nations bodies, such as the United Nations Conference on Trade and Development and UNEP, have made similar attempts to foster the skills, policies, mechanisms and tools necessary for transforming their organizations into effective partnership players. Also noteworthy are the experiences of UN-Habitat with the Environmental Systems Research Institute.

31. However, in addition to the progress that has been made, United Nations organizations are confronted with a number of challenges in the process of mainstreaming partnerships into their work. While some United Nations organizations have created partnership units of dedicated staff working with great commitment on projects, there are few cases where such work is integrated into mainstream operations. Some United Nations staff responsible for building partnerships find that many of their colleagues lack incentives to become involved in partnership work.

32. Another specific dimension of mainstreaming partnerships within the United Nations relates to the legal issues that govern such relationships. Almost all United Nations bodies have introduced guidelines for their engagement with business, complementing the overarching guidelines on cooperation between the United Nations and the business community (A/56/323, annex III). While these guidelines have contributed to legal and operational clarity on partnership activities, some United Nations funds and programmes note that confusion remains with regard to their consistent application. The most frequent criticism raised in this context is that legal hurdles contribute to time lags in the implementation of partnerships. Partnerships also can raise involved legal questions for the United Nations, including usage of the Organization's logo and emblem and issues of liability and indemnity.

33. Determining which businesses are suitable partners for the United Nations is an important issue. On this matter, principles that apply to the entire United Nations system are outlined in the guidelines on cooperation between the United Nations and the business community (A/56/323, annex III). However, the application of these selection criteria varies across the Organization. Some United Nations bodies use third-party certifiers, others engage in autonomous case-by-case screenings. Overall, there is a need for greater consistency and more transparency in the

selection processes. As the Global Compact initiative and participant base grow, membership in the Global Compact could serve as a useful indicator of a company's commitment to United Nations values.

34. Another aspect in mainstreaming partnerships within the United Nations is the provision of more systematic partnership training to enable staff to work more effectively with business. Needed improvements to staff education and skills transfer on the subject of partnerships were recognized by the General Assembly in its resolution 58/129. However, to date, much of this work has been of a pilot nature and its scaling-up requires additional resources.

35. Since 1998, the United Nations System Staff College has developed and implemented various partnership training initiatives that have built the capacity of United Nations staff to engage in partnerships with business and civil society, particularly at the country level. In addition, the UNDP Learning Resources Centre, in collaboration with the United Nations Development Group Office and the Staff College facilitate a resident coordinator/resident representative induction workshop with a session focused on strategic partnerships. The aim of this session is to enhance awareness on key issues relating to partnerships with the private sector and civil society. Furthermore, various UNDP regional bureaux have taken steps to provide partnership training to staff, with the aim of strengthening the strategic approach of country offices to partnerships with business.

36. Despite progress, greater efforts should be made to further promote partnerships at the country level. The United Nations should more fully mobilize system-wide catalysts, such as the United Nations System Chief Executives Board for Coordination and the Staff College's United Nations Learning Community of senior human resources managers, and should mainstream partnership capacity-building into well-established and resourced programmes, such as the resident coordinator system. Another entry point is the United Nations Development Group (UNDG) and the Development Group Office, which encourage United Nations partners to work through the UNDG Programme Group to develop training modules on substantive subject matter (such as partnering with the private sector) to be made available through the UNDG website for supplemental training for country teams.

37. In recent years, the office of the Global Compact has facilitated system-wide learning on partnerships. Various United Nations system private sector focal point meetings have been held since the late 1990s. The most recent meeting took place in May 2005, bringing together more than 80 participants. However, the large majority of United Nations private sector focal points identified a need for further knowledge exchange on partnerships.

38. Another impediment to more effective partnerships is a lack of understanding of corporate culture within the United Nations. In order to develop such knowledge, some United Nations organizations, such as UNDP, feature active staff exchange programmes on a project-specific basis. Such programmes have proven to be beneficial for enhancing the skills of individual staff members and bringing business expertise to the United Nations.

39. In many cases, the Global Compact has played a critical role in facilitating these processes, particularly by reaching out to business, advocating business engagement within the United Nations and facilitating the internalization of Global Compact principles within the United Nations itself. The Global Compact continues

to be a magnet for businesses eager to support the goals of the United Nations, including the Millennium Development Goals. As of July 2005, more than 2,000 companies and other stakeholders were participating in the Secretary-General's voluntary initiative advancing responsible corporate citizenship. It is particularly important to note the strong and growing participation of companies from developing economies, including Brazil, China, Egypt, India and South Africa. The Global Compact asks participants to embrace, support and enact, within their sphere of influence, a set of core values in the form of 10 principles — in the areas of human rights, labour standards, the environment and anti-corruption. The Global Compact seeks to integrate these principles into business activities through a range of activities and engagement mechanisms, including dialogue, learning, outreach and projects. Now, with over 40 local Global Compact networks, the initiative demonstrates healthy and sustainable growth. The increasingly important role of local networks is also driving much of the reform of the initiative's governance structures, which will be implemented in the second half of 2005.

40. In addition to engaging the business community, the office of the Global Compact has served as an information provider for institutional reform within the United Nations. As a result, the United Nations is in the process of internalizing the Global Compact's 10 principles in 4 key areas: procurement practices, pension fund policies, facilities management and human resource management. The office of the Global Compact has undertaken numerous awareness-raising activities and has been supporting the efforts of the Procurement Service to develop a draft United Nations supplier code of conduct. Progress is under way, but additional efforts are necessary.

41. Founded in 1998, the United Nations Fund for International Partnerships (UNFIP) serves as the operational arm in the partnership between the United Nations system and the United Nations Foundation (UNF) — the public charity responsible for administering Ted Turner's historic gift of $1 billion in support of United Nations causes. The UNF-UNFIP partnership has committed $637 million for 324 projects implemented by United Nations organizations in 122 countries. The majority of these projects respond to four priority areas: women and population; environment (including climate change and biodiversity); children's health; and peace, security and human rights. UNFIP and UNF also support numerous partnerships profiled in the present report, such as the Global Reporting Initiative. This project funding has spurred a multiplier effect that has enabled UNFIP and UNF to attract and facilitate new partnerships and alliances between the United Nations system and a variety of private sector sources in support of the Millennium Development Goals. UNFIP also provides suggestions on strategic ways for corporations and foundations to support the Millennium Development Goals and to mobilize additional resources for the United Nations system.

42. Various United Nations organizations also participate in multi-stakeholder initiatives designed to strengthen local ownership of partnerships. These "partnerships of partnerships" build partnering capacity, primarily at the country level, and provide incentives for United Nations staff to forge partnerships. For example, the UNDP-led Equator Initiative is a partnership that brings together 10 organizations, including Governments, NGOs, research institutions and local community networks, to foster partnership-building at the local, national and global levels. This mandate has been advanced through the Equator Prize, an international award recognizing outstanding community efforts to reduce poverty and conserve biodiversity. The Seed Initiative, a project supported by UNDP and UNEP, likewise

seeks to foster locally driven, locally owned partnerships. An awards scheme, capacity-building activities and a research programme aim to identify and support nascent, entrepreneurial partnerships and to disseminate best practices. These and other initiatives have the potential to strengthen local ownership in partnerships, particularly by drawing in local business and civil society.

43. Some United Nations bodies have taken first steps to develop systematic and transparent partnership impact assessments. For example, the Food and Agriculture Organization of the United Nations (FAO) has recently completed a comprehensive review of its partnership work, evaluating the impact and clarifying the role and contribution of FAO to these initiatives.

IV. Partnership management challenges

44. United Nations organizations have taken steps to build capacities that facilitate partnership engagement. However, two partnership management challenges are particularly critical: the importance of local ownership and the strong management of partnerships. These challenges are not solely the responsibility of the United Nations; business and civil society also must do their part to contribute to overcoming these obstacles.

A. The importance of local ownership

45. The degree of local ownership in partnerships depends on two factors: the extent to which beneficiaries have an influence on the conception, design, implementation and independent evaluation of partnership programmes; and the extent to which partnership projects are implemented through actors rooted in recipient countries. When partnerships are not "owned" by local stakeholders, they may lack the on-the-ground commitment that is needed to facilitate effective implementation. Causes for poor local ownership vary among projects: beneficiaries may not identify with or accept a partnership programme; local United Nations offices may lack incentives and capabilities to work for a partnership mandated from Geneva or New York; and business engagement may not be sustainable if not tied to core business interests on the ground.

46. As the case studies in this report demonstrate, some partnerships successfully promote local ownership, for example, by making provisions for including the perspectives of local business, local governments and local civil society. As a result, these partnership programmes become embedded in the countries within which they are implemented, enabling a sustainable impact. There is considerable room for improvement in fostering local ownership in partnership initiatives. In particular, companies from developing countries should be engaged more systematically. Various partnerships (such as the UNIDO Automotive Industry Partnerships) have demonstrated the potential of partnerships when small and medium-sized companies from developing countries are engaged. Such companies are familiar with the development challenges and often demonstrate entrepreneurial and innovative skills to tackle poverty-related problems head-on.

B. The strong management of partnerships

47. The impact and sustainability of partnership projects also depends on the strength of management systems. In particular, successful partnerships are characterized by: clear goals and objectives that are effectively communicated; clarity on the roles and responsibilities of the various partners; good day-to-day management; adequate risk management strategies; and the presence of governing bodies that are capable of overseeing the partnership and providing strategic direction. Additionally, monitoring mechanisms have allowed some partnerships to institute early warning mechanisms that detect shortcomings.

48. Another crucial aspect of successful partnership management is the existence of impact assessment mechanisms. Such mechanisms not only enable the effective management of a partnership, but also ensure accountability and facilitate effective learning from both successes and failures. For the United Nations, such impact assessment is critical to help the Organization establish a selectivity system that combines functional and performance-based (impact-oriented) criteria. Such "smart selectivity" will also facilitate the systematic scaling up of successful solutions and the scaling down of others. Some partnerships (for example, the Stop TB partnership and the Global Reporting Initiative) feature built-in impact assessment mechanisms, which contribute greatly to focusing the partnership and increasing the transparency and accountability of the initiatives to external stakeholders.

49. While many partnerships have experimented with management and impact assessment mechanisms, there is room for improvement and for more effective learning across the United Nations system regarding what works and what does not. Currently, there is no system in place that would allow for a systematic impact assessment of partnerships. Given the diversity of partnership initiatives, common criteria are unlikely to emerge. At the very least, all partnerships should establish clear benchmarks and time-bound targets against which they can be evaluated. Furthermore, while some partnerships feature strong management systems, these experiences are not adequately captured and integrated into the operating structures and processes of the various partners, including the United Nations. As a result, some partnership activities remain largely ad hoc ventures.

V. Recommendations

50. Specific actions are required in order to scale up successful experiments and allow cooperative engagements with non-State actors to be a stronger force for institutional change. Given the diversity of partnership approaches, there are no one-size-fits-all solutions to these challenges. Each United Nations fund, agency and programme needs to develop its own approach to utilize the potential of partnerships. Still, there are a number of concrete steps the United Nations system should take to build the necessary conducive cultural and institutional environment for its partnerships with the private sector. All of these steps require adequate resources at Headquarters and in country offices.

A. Build institutional capacity in United Nations country offices

51. There is an unrealized potential to engage the business community in developing countries. The private sector in developing countries can make a critical contribution to addressing poverty challenges, given that they hold the key to fostering local ownership in partnerships. In some cases, country offices lack the time and other resources to effectively engage local business. In other cases, staff may lack the skills or the support from senior management. Adequate resources should be made available to facilitate additional capacity-building in country offices.

B. Promote training of United Nations staff at all levels

52. Providing staff with continual training in the area of partnerships is necessary in order to make a contribution to stronger partnership management. Training should not just focus on "soft skills", such as stakeholder engagement and partnership brokering. It is equally important to provide staff with "hard skills", including tools to manage both risks and legal processes and to measure impact.

53. Training is particularly important at the country level. The valuable work of the United Nations Systems Staff College and the UNDP Learning Resources Centre should be continued and expanded. The recently created UNSSC Partnerships and the Global Compact programme has the potential to serve some of these training needs and deserves additional resources to achieve greater scale and reach. In addition, staff should be enabled to take continuing education programmes outside the United Nations and to participate in training opportunities with the private sector.

C. Streamline guidelines for partnerships

54. The complexity of legal processes within the United Nations has been highlighted as one impediment to establishing partnerships. While it is recognized that such proceedings are critical for protecting the United Nations brand, reputation and credibility, they should not be so time-consuming as to stifle the establishment of partnerships. A task force consisting of United Nations legal department personnel, United Nations system private sector focal points and external stakeholders (from business and civil society) should be created to explore methods for simplifying legal requirements for partnerships. Streamlining this revised process across agencies will be critical to speeding up the partnership-creation process. Further, existing institutional incentive structures for staff members that emphasize avoiding risks and safeguarding the status quo need to be adapted to better support partnerships.

D. Improve clarity and practicality of partner selection processes

55. Various United Nations organizations have instituted detailed due diligence processes for potential partners, sometimes using third-party service providers, in order to comply with both the guidelines issued by the Secretary-General and their organization's own internal regulations. Smaller United Nations organizations find it

difficult to implement such mechanisms, usually due to a lack of resources. This problem will be exacerbated once country offices become more active drivers of new partnerships. Possibilities for cost-effective, system-wide approaches should be explored in order to facilitate a consistent and transparent application of selection criteria. Such criteria could encourage potential partners to demonstrate their commitment to responsible business practices through participation in the Global Compact and adherence to its principles.

E. Build the foundation for smart selectivity through systematic impact assessment

56. As previously noted in this report, the development of appropriate impact assessment mechanisms for partnerships will help the United Nations establish a selectivity system that combines functional and performance-based criteria. "Smart selectivity" will facilitate systematic scaling up and scaling down of partnerships. The absence of such mechanisms has the potential to undermine the accountability of partnerships.

57. Impact assessment helps to strengthen partnerships. Greater efforts should be made to collect tools and best practices for partnership impact assessment. Some United Nations organizations already have experience in assessing the impact of partnerships, and the results and techniques employed, should be widely shared throughout the United Nations system.

58. Impact assessment is the first crucial step to clarifying the contribution of partnerships to the work of the United Nations. However, individual impact assessments and evaluation studies will not be sufficient to detect larger patterns and trends. Current research on partnerships suffers from a lack of comparable case studies and other data. Resources should be made available to facilitate such applied research work in order to improve the systematic understanding of where, when and under what circumstances partnerships are likely to deliver.

F. Enhance coherence in the United Nations and foster transparency through improved learning and best practice exchange

59. There are various low-cost solutions that can help the United Nations organizations share relevant experiences and provide business with an easily accessible window into their world. First, the office of the Global Compact should ensure that regular meetings of United Nations system private sector focal points are convened to facilitate networking and exchange of ideas and best practices. Second, the existing pages of the United Nations website that focus on the work of the United Nations with the private sector need to be used more effectively.

60. Partnerships with the private sector can contribute to the mission of the United Nations and the implementation of the Millennium Development Goals. In order to leverage the potential of partnerships, the United Nations is confronted with a challenging agenda. Governments should embrace this reform, since it will help make the United Nations a more outward-looking, impact-oriented organization. To facilitate this transformation of the United Nations into a more effective partnership player, the Organization needs to be equipped with adequate resources.

VI. Conclusion

61. Taking into account national ownership and leadership of the development process, one vital component of the United Nations ongoing transformative process has been the progressive opening of the Organization to non-State actors, including civil society and business. A variety of engagement mechanisms have developed, ranging from global advocacy, learning and action networks that are based on universal principles, to individual projects on the ground. Common to all approaches is that such partnerships reflect the desire to more effectively implement United Nations goals and commitments agreed by Member States, such as those embodied in the Millennium Development Goals.

62. The challenge now is to learn from experiences and to find ways and means to more fully utilize the opportunities that partnerships afford. United Nations goals, especially the Millennium Development Goals, can only be achieved if all social actors cooperate and continue to learn to draw on each group's strengths and resources. Partnerships have an increasingly important role to play as a complementary approach to the conventional instruments of international cooperation, including development cooperation.

63. Partnerships also help to facilitate organizational change linked to the overall efficacy of the United Nations and its reform. Partnerships open the Organization to different, and often more efficient, ways of organizing actions and, therefore, have become a catalyst for reform and institutional innovation throughout the United Nations system. To the extent that meaningful linkages are put in place between successful partnerships and the traditional structures of the Organization, partnerships can stimulate the diffusion of improved management practices, efficiency enhancing performance-based thinking and new methods of utilizing the strengths of the United Nations. The success or failure of partnerships is largely defined by their resulting impacts and such focus can lead to higher levels of United Nations performance.

64. There are a number of concrete steps the United Nations system should take in order to build a more conducive environment for its partnerships with the private sector. These steps include increasing institutional capacity in country offices; promoting the training of staff at all levels; streamlining United Nations guidelines for partnerships; improving the coherence and practicality of the partner selection processes; building the foundation for smart selectivity through systematic impact assessment; and fostering transparency through improved learning and best practice exchange.

65. The United Nations values-based mission, convening power and geographical reach provide the Organization with unique strengths when partnering with non-State actors. These institutional strengths have proven to be important explanations for why business enters into partnerships with the United Nations. Furthermore, there is evidence confirming that once business accepts the United Nations value proposition and aligns its practices with universal principles, a company's propensity to engage in operational initiatives increases significantly. United Nations principles can thus form a robust basis for long-term relationships and an ongoing engagement with business. The United Nations value proposition provides a profound incentive for its partners and should be further utilized.

66. Governments play a crucial role in the emerging partnership agenda. They define the overall frameworks for development, especially the legal frameworks, as well as the goals and objectives that United Nations organizations seek to advance through their practical reach. Given the established importance of engaging non-State actors to help achieve economic and social agendas, it is clear that partnerships serve as a vehicle for meeting Government goals and objectives. Governments provide critical support for these approaches through oversight efforts, progress reviews and resource support, without which voluntary initiatives cannot develop and strengthen. As United Nations organizations are scaling up promising new approaches and internalizing lessons learned, Government support remains critical.

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United Nations Voluntary Fund for Victims of Torture

Report of the Secretary-General

Summary

The present report is submitted in accordance with General Assembly resolutions 36/151 and 59/182, and describes the recommendations for grants to beneficiary organizations that were adopted by the Board of Trustees of the United Nations Voluntary Fund for Victims of Torture at its twenty-third and twenty-fourth sessions and subsequently approved by the Secretary-General on the basis of contributions received since the twenty-second session of the Board, held in May 2003. The report also provides information on the recommendations made by the Office of Internal Oversight Services following a request by the Commission on Human Rights, in paragraph 39 of its resolution 2003/32, for "an independent evaluation, in accordance with United Nations rules and regulations, of the functioning of the Fund, including in particular the lessons and best practices learned from the Fund's activities, with a view to further enhancing its effectiveness". The measures taken by the secretariat of the Fund to implement those recommendations are also described in the report.

* A/60/150.

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I. Introduction

A. Submission of the report

1. The present report was prepared in accordance with the arrangements approved by the General Assembly in its resolution 36/151 of 16 December 1981, by which it established the United Nations Voluntary Fund for Victims of Torture. The report sets out the recommendations adopted by the Board of Trustees of the Fund at its twenty-third and twenty-fourth sessions, which were held in Geneva from 4 to 8 October 2004 and 13 to 22 April 2005, respectively. The United Nations High Commissioner for Human Rights approved those recommendations on behalf of the Secretary-General. The present report complements the report on the activities of the Fund submitted to the Commission on Human Rights at its sixty-first session (E/CN.4/2005/54 and Corr.1). The Secretariat informed the General Assembly at its fifty-ninth session (A/59/353) that, as the annual session of the Board of Trustees of the Fund had been postponed to October 2004, a comprehensive report would be submitted to the Assembly at its sixtieth session.

B. Mandate of the Fund

2. The Fund receives voluntary contributions from Governments, non-governmental organizations and individuals. In accordance with the practice established by its Board of Trustees in 1982, the Fund provides grants to non-governmental organizations that submit projects involving medical, psychological, social, financial, legal and humanitarian or other forms of assistance to torture victims and their relatives. The list of organizations financed by the Fund in 2005 can be found in annex I to the present report.

C. Board of Trustees

3. The Secretary-General administers the Fund through the Office of the United Nations High Commissioner for Human Rights (OHCHR) with the advice of a Board of Trustees composed of five members acting in their personal capacity, appointed by the Secretary-General with due regard to equitable geographical distribution and in consultation with their Governments. In August 2004, the Secretary-General appointed the following members for a transitional period of one year: Ribot Hatano (Japan), Sonia Picado (Costa Rica), Ivan Tosevski (the former Yugoslav Republic of Macedonia), Theo van Boven (Netherlands) and Amos Wako (Kenya). The renewal of the membership of the Board is in progress and should be finalized in August 2005. The Secretary-General has requested that the criteria for the appointment of new members be elaborated. He has suggested that such criteria could include the following:

(a) Members of the Board of Trustees should be independent experts acting in their personal capacity. The principle of independence requires that the members not be subject to direction or influence of any kind or to pressure from the State or its agencies in regard to the performance of their duties. It also requires that, as a rule, members not be financially associated with organizations benefiting from the support of the Fund;

(b) Members of the Board should be appointed with respect for gender balance and equitable geographical distribution, in consultation with their Governments. Outgoing members should be replaced by members from other countries in the same region;

(c) Members should have wide experience in the field of human rights, in particular in the fight against torture, and knowledge of fund-raising, allocation of funds and project management;

(d) Members should be appointed for a three-year term, renewable once;

(e) Members should abstain from engaging in any functions or activities that may appear to be not readily reconcilable with their independence;

(f) Members should be able to dedicate the time necessary to fulfil their mandate.

D. Admissibility criteria

4. Project admissibility criteria are outlined in the Fund's guidelines. They require a project to be presented by a non-governmental organization. The beneficiaries must be victims of torture as defined in article 1 of the Declaration on the Protection of All Persons from Being Subjected to Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (resolution 3452 (XXX)). Priority is given to projects providing direct assistance to torture victims. This could consist of medical or psychological assistance, help with social or financial reintegration through vocational training for victims or legal assistance to secure compensation for victims or members of their families. Depending on the funds available, the Fund can finance projects to organize training programmes, seminars or conferences to allow health-care professionals or other service providers to exchange best practices. However, grant requests for projects involving investigation, research, studies, publications or similar activities are not admissible. The Fund can provide emergency assistance to individual cases in countries where no project is receiving support. This type of request is examined according to a specific procedure outlined in the guidelines. Detailed information on the various types of assistance provided through the projects financed by the Fund and their impact on beneficiaries can be found in the report of the Secretary-General to the General Assembly at its fifty-eighth session (A/58/284, paras. 27-34).

II. Twenty-third session of the Board of Trustees

5. The Board of Trustees held its twenty-third session from 4 to 8 October 2004 and made recommendations for grants in the total amount of $6.7 million to 172 organizations in 61 countries. The High Commissioner for Human Rights approved those recommendations on 11 October 2004 on behalf of the Secretary-General.

6. In spite of the limited resources available, and consistent with recommendation 3 of the Office of Internal Oversight Services on the evaluation of the Fund (see E/CN.4/2005/55, para. 76), the Board resumed its practice of financing training and seminars, thus allowing health professionals, social workers, lawyers and other service providers to exchange experiences and develop new strategies to address the

needs of torture victims. The Board recommended an allocation of $57,000 to nine organizations for training to be organized between the end of the twenty-third session and the beginning of 2005.

7. The Board expressed satisfaction with the efforts undertaken by the Secretariat since its previous session to organize assessment visits to projects in the field. From 2002 to October 2004, 58 projects in 16 countries had been evaluated by staff of OHCHR or United Nations field presences. Visits contributed to ensuring that the funds received were used for the purpose intended. The Secretariat also worked closely with field presences of OHCHR and other United Nations field presences, where possible, to ensure that the new proposals received complied with the Fund's admissibility criteria for the selection of projects. No new project can receive funding before a pre-screening visit has taken place and a positive assessment made, confirming that all eligibility criteria have been met. More detailed information on the twenty-third session of the Board is contained in the report of the Secretary-General to the Commission on Human Rights at its sixty-first session (E/CN.4/2005/54).

III. Twenty-fourth session of the Board of Trustees

8. At its twenty-fourth session, held from 13 to 22 April 2005, the Board recommended that $8.5 million be allocated to new grants, after the statutory deduction of the cash reserve for next year and programme support costs, to 186 projects in 68 countries for the year 2005. The High Commissioner for Human Rights, on behalf of the Secretary-General, approved those recommendations on 27 May 2005. In addition, the Board approved the paragraph on the Fund to be included in the joint statement to be issued on the occasion of the United Nations International Day in Support of Victims of Torture (see annex II).

A. Change in the funding cycle

9. During the session, the Board implemented recommendation 10 of the Office of Internal Oversight Services (see E/CN.4/2005/55, para. 76), following its evaluation of the functioning of the Fund, whereby "support from the Fund should be for a *future* period, rather than for one that has largely passed, and the funding cycle should be changed accordingly". The Board established that the funding cycle should be adjusted to the calendar year over a three-year period to ensure that by 2008 grants would be paid to beneficiary organizations early in the year. It was therefore decided that grants allocated in 2005 and 2006 would cover an 18-month period, according to table 1, allowing for a complete new cycle in 2008. In addition to the amount allocated for 2005, the Board also recommended that $3.1 million be paid to grantees in January 2006, contingent upon the availability of funds, to cover the first half of 2006. Grantees will therefore receive funding in two instalments: the first will cover the period from January to December 2005, and the second, the period from January to June 2006.

Table 1
Funding cycle

Sessions of the Board	*Grant allocation period*
Twenty-fourth session: April 2005	January 2005-June 2006
Twenty-fifth session: April 2006	July 2006-December 2007
Twenty-sixth session: October 2007	January-December 2008

B. Financial situation of the Fund

10. Taking into consideration the change in the funding cycle of the Fund and the fact that grants were allocated to cover an 18-month period, the Board had to rely on contributions from regular donors which had not yet been received at the time of its twenty-fourth session.

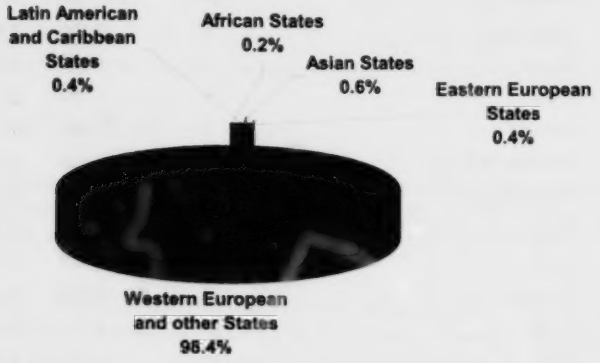
11. Table 2 indicates the contributions received for the attribution of grants at the twenty-fourth session of the Board, as well as outstanding pledges made by Member States. It includes contributions received between April and July 2005, which have been allocated to grants recommended at the twenty-fourth session. Figure 1 illustrates the contributions and pledges received during the period by regional group.

Table 2
List of contributions received for the twenty-fourth session

Donor	*Contribution number*	*Amount (in United States dollars)*	*Date recorded*
States			
Algeria	15	5 000	31 January 2005
Bahrain	2	10 000	15 October 2004
Idem	3	5 000	6 June 2005
Belgium	15	92 363	19 October 2004
Chile	13	5 000	29 September 2004
Idem	14	5 000	5 July 2005
Cyprus	16	6 705	24 April 2004
Czech Republic	9	12 076	4 November 2004
Idem	10	12 019	5 July 2005
Denmark	23	334 309	6 June 2005
France	27	61 354	15 September 2004
Idem	28	135 336	19 January 2005
Ireland	21	188 205	13 June 2005
Liechtenstein	17	8 850	26 January 2005
Luxembourg	20	24 630	26 October 2004

Donor	*Contribution number*	*Amount (in United States dollars)*	*Date recorded*
Mexico	2	15 000	8 October 2004
Monaco	12	10 000	9 March 2005
Netherlands	24	225 000	14 December 2004
Norway	20	157 766	11 April 2005
Philippines	6	2 500	2 November 2005
Poland	5	5 000	17 September 2005
Idem	6	5 000	24 June 2005
Portugal	8	15 000	31 December 2005
Republic of Korea	10	10 000	28 December 2004
South Africa	10	15 027	15 June 2005
Spain	20	55 000	17 December 2005
Idem	21	332 429	10 January 2005
Thailand	2	10 000	16 September 2004
Tunisia	14	1 659	29 September 2004
Idem	15	1 651	9 March 2005
United States of America	25	6 944 000	20 May 2005
Venezuela (Bolivarian Republic of)	2	5 000	3 November 2004
Idem	3	5 000	3 November 2004
	4	5 000	3 November 2004
Individuals			
R. A. Kerr	1	500	8 December 2004
Rita Maran	16	50	3 June 2005
Yorio Shiokawa	4	417	28 April 2005
Total contributions		**8 736 785**	
Pledges			
Austria	22	39 734	28 June 2005
Finland	23	176 115	20 July 2005
Kuwait	1	10 000	1 January 2003
Luxembourg	21	22 639	12 May 2005
Netherlands	25	1 000 000	14 April 2005
Serbia and Montenegro	1	5 000	1 January 2004
United Kingdom of Great Britain and Northern Ireland	18	190 839	10 May 2005
Total		**1 444 327**	

Figure 1
Contributions received, by regional group


Latin American and Caribbean States 0.4%
African States 0.2%
Asian States 0.6%
Eastern European States 0.4%
Western European and other States 98.4%

C. Recommendations adopted by the Board

12. The Board reviewed information prepared by its secretariat concerning 255 projects, including the analysis of narrative, financial and audit reports on the use of grants paid in previous years. It also considered requests for new grants amounting to $14.1 million for projects to be implemented in 2005/06. Figure 2 provides information on the geographical distribution of grants made by the Board at its twenty-fourth session, while table 3 identifies the number of projects subsidized in 2005, by region. The Board continued its practice of financing requests for training and seminars, and recommended an amount of $50,000 for the organization of six workshops. In accordance with the Fund's guidelines, the Board also recommended the allocation of $125,000 for emergency assistance to organizations encountering unforeseen financial difficulties during the intersessional period or to fulfil individual requests meeting the requirements of the Fund.

Figure 2
Geographical distribution of grants, by regional group, at the twenty-fourth session

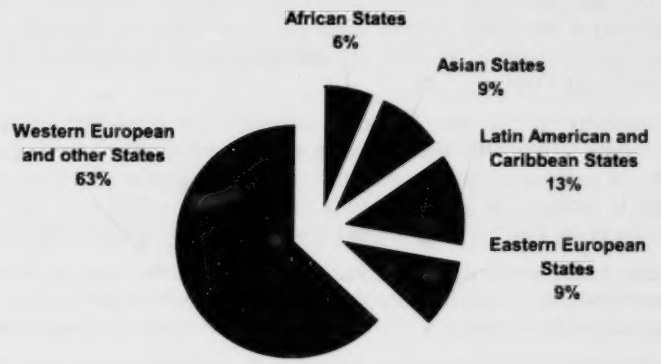


Table 3
Number of subsidized projects in 2005, by regional group

	Number of projects	*Amount in United States dollars*
African States	24	554 500
Asian States	22	745 000
Latin American and Caribbean States	27	1 089 000
Eastern European States	24	772 500
Western European and other States	89	5 404 000
Total	**186**	**8 565 000**

13. While more than half the grants disbursed at the twenty-fourth session were made to organizations based in Western countries, the recipients of that aid are mostly refugees or asylum-seekers from other geographic regions; however, the Board recommended that the secretariat be more proactive in identifying organizations in developing countries, in particular in Africa, that might merit funding. It encouraged field presences of OHCHR to identify such projects and called upon the secretariat to undertake this activity during its regular monitoring and evaluation missions. The Board also requested that the secretariat provide proposals to it at its twenty-fifth session on ways and means of establishing a budget line to assist organizations working on the rehabilitation of victims of torture through the field activities of OHCHR.

14. The Board was pleased that 72 projects in 28 countries had been visited since its previous session. The Board appreciated the efforts made by the secretariat, United Nations field presences and United Nations funds and programmes to undertake evaluation missions of both ongoing and new projects. It recommended that, in future, consideration be given to increasing the allocation of funds for evaluation and monitoring, which could amount to 1 per cent of the budget of the Fund.

15. The secretariat was also encouraged to continue its cooperation and exchange of information with other funding agencies, in particular the European Commission and the Oak Foundation, in order to better monitor the management of the projects financed by the Fund.

16. Members of the Board held a meeting with the Chief of the Resource Mobilization Unit of OHCHR to exchange ideas with regard to funding possibilities. The Board encouraged the secretariat of the Fund to continue to work with the Unit in order to increase the contributions to the Fund and to find ways of increasing the allocation to the Fund of unearmarked contributions received by OHCHR.

17. The Board noted that work was progressing on the book, to be launched on 26 June 2006, to commemorate the twenty-fifth anniversary of the Fund, and recommended that a further $110,000 be set aside to ensure its completion.

18. The Board expressed appreciation for the requests to the Secretary-General made by the General Assembly and the Commission on Human Rights in their most recent resolutions on the question of torture to ensure the provision of adequate staff and facilities for the bodies and mechanisms involved in combating torture. It noted that the increase in the number of applications received each year would require strengthening of the capacity of the secretariat. It recommended that adequate staff, equipment, materials and facilities be provided to ensure the efficient functioning of the secretariat of the Fund and the Board. Members of the Board welcomed the information that a computer expert would begin to work on the computerization of the operations of the secretariat of the Fund in July 2005 and recommended that a further $100,000 be set aside to provide the secretariat with the necessary technological support.

19. Members of the Board took note of the report of the Office of Internal Oversight Services on the evaluation of the Fund conducted pursuant to paragraph 39 of Commission on Human Rights resolution 2003/32, which they discussed with interest. They welcomed some of its recommendations, in particular those relating to the need to improve the geographical balance of projects funded, a more active role for the Board of Trustees in fund-raising and the multi-year funding proposal.

20. On the basis of the information available to it, the Board estimated that the needs for 2006, including with respect to applications for direct assistance and for training and seminars, would amount to approximately $15 million.

IV. Report of the Office of Internal Oversight Services on the evaluation of the Fund

21. At the request of the Commission on Human Rights, the Office of Internal Oversight Services initiated an independent evaluation in December 2003, in accordance with United Nations regulations and rules, of the functioning of the Fund, including, in particular, the lessons and best practices learned from the Fund's activities, with a view to further enhancing its effectiveness. The findings and recommendations of the Office are contained in a report to the Commission at its sixty-first session (E/CN.4/2005/55). The following paragraphs provide information on action taken by the secretariat and the Board of Trustees to implement those recommendations. Background papers will be presented to the Board at its twenty-sixth session to assist in making policy decisions on other recommendations.

22. **Recommendation 1** was "more consistent application of the definition of torture". As the implementation of this recommendation requires advice from the Board of Trustees, it will need to be considered by the Board at its next session. At present, when the secretariat is confronted with borderline cases, it seeks the advice of the Board; members of the Board are also consulted during the intersessional period on this issue.

23. **Recommendation 2** was "clarification on treatment of family members" of torture victims, who are also beneficiaries of the numerous projects financed by the Fund. Likewise, the implementation of this recommendation will require guidance from the Board of Trustees, and a background paper will be prepared for its next session.

24. **Recommendation 3** called for "awarding grants for training", in particular training of staff of grantee organizations. Since its twenty-third session, in October 2004, the Board has resumed the practice of financing training and seminars, thus allowing service providers from different organizations to exchange experiences, best practices and lessons learned. At its last session, $50,000 was allocated to six workshops.

25. **Recommendation 4**, "greater geographical balance in grant allocation", called for a proactive approach by the secretariat in identifying potential grantees. When reviewing applications, requests received from Africa, Asia, Eastern Europe, and Latin America and the Caribbean are given priority. Those regions are normally considered at the outset of the session, while applications from the group of Western European and other States are reviewed at a later stage. Since 2004, the secretariat has encouraged United Nations field presences to identify suitable applicants from regions that are underfunded when carrying out evaluations of existing projects. At its last session, the Board recommended that the secretariat be more proactive in identifying organizations in developing countries that could be eligible for funding.

26. With regard to **recommendation 5**, "strengthened requirements for admissibility" for new applicants, since 2004 no grant has been released to a new applicant organization before a visit has confirmed that the eligibility criteria have been met.

27. **Recommendation 6** called for a "more strategic funding formula", inter alia, through multi-year project approval for three-year periods for projects with a good track record. The Board will also be provided with a background paper on possible

funding priorities and with possible proposals for multi-year funding when the change in the funding cycle is implemented.

28. **Recommendation 7** was "better use of the Board of Trustees". It stressed the need to reinforce the role of the Board as a policymaking organ, in particular with regard to priority-setting and impact assessment. At its next session, in April 2006, the Board will discuss a number of policy issues, and the secretariat foresees convening a meeting of the Board in April 2007 to discuss methods of work, guidelines for applicants and the secretariat, strategies, priorities and fund-raising. Thereafter, a meeting will be convened every year in April to discuss substantive issues, while the annual meeting to allocate grants will be held in October.

29. **Recommendation 8** called for "increased staffing", taking into account the complexity of the issues dealt with by the secretariat and the portfolio of projects. Two new staff members with strong backgrounds in management and information and technology have been recruited in 2005 to reinforce the present secretariat.

30. **Recommendation 9** called for "strengthened management systems". An amount of $150,000 was approved by the Board of Trustees at its twenty-third session for the purchase or design of a management system meeting the requirements of the Fund. At its twenty-fourth session, the Board recommended that a further $100,000 be set aside to provide the secretariat with the required technological support. In July 2005, a computer expert began work on the computerization of the operations of the secretariat of the Fund, which will allow for the generation of statistics on the number, gender and age of the victims assisted and the types of assistance provided by the various projects financed, and will allow organizations to apply and report online.

31. **Recommendation 10**, calling for an "improved funding cycle" by allocating grants for a "*future* period, rather than one that has largely passed", was implemented at the twenty-fourth session of the Board (see para. 9 above) through the allocation of grants for an 18-month period. The same will occur in 2006 so that a complete new cycle will start in 2008, when grants will be paid at the beginning of the calendar year.

32. **Recommendation 11** called for a "systematic and ongoing monitoring and evaluation system". Of the 238 currently active projects, 178 have been evaluated by staff of OHCHR and United Nations field presences since the year 2000. A schedule of visits has been established whereby all ongoing projects will have been visited by the end of 2006. Thereafter, follow-up visits will be undertaken every four to five years more often, if required.

33. In order to address **recommendation 12**, "enhanced reporting on Fund activities and impact", the preparation of a book on the twenty-fifth anniversary of the Fund, to be launched on 26 June 2006, has begun. The book will seek to demonstrate the impact of the Fund on the lives of victims of torture through the work of the organizations financed. Other dissemination tools, such as a fact sheet and a remodelled web page, will also be prepared. The computerization of the operations of the Fund will allow the secretariat to generate statistics on the type of assistance provided by grantees, the number of beneficiaries, their age, gender and other relevant data for inclusion in the annual reports of the Secretary-General to the General Assembly and the Commission on Human Rights.

34. With respect to **recommendation 13**, "strengthened financial monitoring", including a threshold for audit reports, the Board, at its twenty-third session, established that grantees receiving less than $15,000 are not required to produce audit reports. The auditors of the Office of Internal Oversight Services have agreed to elaborate criteria, in accordance with international accounting standards, to facilitate the review of audit reports by the secretariat of the Fund. In addition, a new staff member with a background in grant management and accounting has recently been recruited.

35. **Recommendation 14** called for the "creation of a technical adviser roster", an issue which will require a policy decision by the Board at a future session.

36. **Recommendation 15** called for "commencement of capacity-building of grantees". It is foreseen that, in the framework of the ongoing computerization of the operations of the Fund, a forum will be designed allowing organizations assisting torture survivors worldwide to exchange experiences and perspectives online.

37. **Recommendation 16** called for "stronger donor relations" and for grantees to be invited to donor meetings. The Fund has accordingly strengthened its relations with donors: five regional meetings were organized for donors and the Chairman of the Board in March 2005. Beneficiary organizations from the five geographical regions were invited to brief donors on their activities, thereby illustrating the direct impact the Fund has on the lives of the assisted victims. Fund-raising will be a priority issue considered by the Board at its next session, together with the various policy issues indicated above. The secretariat foresees organizing a meeting at the next session of the Board with other institutional donors to address the issue of greater synergy.

V. Needs assessment for 2006

38. On the basis of applications received for 2005, the Board estimated at its twenty-fourth session that requests for approximately $15 million should be expected for the year 2006. If, at its next session, the Board were to allocate grants with a zero-growth increase compared to 2005, a minimum amount of $11.6 million would be required after deduction of the cash reserve and programme support costs, taking into account the fact that the grants allocated will need to cover an 18-month period.

VI. How to make a contribution to the Fund

39. Contributions to the Fund should always be marked as follows: "payee: United Nations Voluntary Fund for Victims of Torture, account CH". Payments may be made either by bank transfer: (a) in United States dollars or in other currencies to "United Nations Geneva General Fund", account No. 485001802, J.P. Morgan Chase Bank, New York, N.Y. 10004, U.S.A. (Swift code: CHASUS33); (b) in euros and pounds sterling to "United Nations Office at Geneva", account No. 23961901, J.P. Morgan Chase Bank, London, P. O. Box 440, Wollgate House, Coleman Street, London, United Kingdom (Swift code: CHASGB2L); (c) in Swiss francs to "United Nations Geneva General Fund", account No. 240-C0590160.0, UBS, rue du Rhône

8, Geneva 2, Switzerland (Swift code: UBSWCHZH12A); or (d) by cheque payable to "United Nations" addressed to: Trésorerie, Nations Unies, Palais des Nations, CH-1211 Geneva 10, Switzerland. Donors are requested to inform the secretariat of the Fund and the Resource Mobilization Unit of OHCHR when a payment has been made (a copy of the bank transfer order or of the cheque would be appreciated) to facilitate effective follow-up of the official recording procedure and preparation of the Secretary-General's reports.

VII. Conclusions and recommendations

40. Pursuant to the appeals by the General Assembly, the Commission on Human Rights and the Board of Trustees of the Fund, donors are invited to pay their contributions to the Fund before March 2006 to enable the Board to take them into account at its twenty-fifth session, in April 2006.

41. The General Assembly, the Commission and the Board have also urged regular donors to increase their contributions, if possible, in order to provide the Board with the resources to meet the growing needs of torture victims and the members of their families.

42. The Board strongly encourages Governments that have not yet contributed to the Fund to do so for the first time, preferably before March 2006.

Annex I

List of organizations and activities financed by the Fund in 2005, by regional group

Name of organization	*Country*	*Type of assistance provided*
African States		
Action pour l'éducation au droit	Democratic Republic of the Congo	Medical, psychological and legal
African Centre for Treatment and Rehabilitation of Torture Victims	Uganda	Medical, psychological, social, legal and financial
Centre for the Study of Violence and Reconciliation	South Africa	Psychological
Centre africain de la prévention et de la résolution de conflits	Senegal	Medical, social and legal
Centre d'Accueil et d'Orientation des Victimes de la Torture	Morocco	Medical, psychological, social
Centre for Education and the Defence of Human Rights	United Republic of Tanzania	Medical, social
Centre pour la promotion et la défense des droits de l'homme	United Republic of Tanzania	Medical, psychological, social, financial and legal
Concerned Christian Community	Liberia	Medical, psychological and financial
Fondation IDOLE	Cameroon	Psychological and social
Hebrew Immigrant Aid Society	Kenya	Social, legal and financial
Independent Medico-Legal Unit	Kenya	Medical, psychological and legal
Kanyarwanda	Rwanda	Medical, psychological and social
La Voix des Sans-Voix pour les droits de l'homme	Democratic Republic of the Congo	Medical and social
Litigation Fund Against Torture	Kenya	Social
Mwatikho Torture Survivors Organization	Kenya	Medical, psychological and legal
Observatoire Congolais des Droits Humains	Democratic Republic of the Congo	Medical, psychological, legal and social
Oeuvres sociales pour le développement	Democratic Republic of the Congo	Medical, psychological, social, financial and legal
Prisoners Rehabilitation and Welfare Action	Nigeria	Medical, psychological, financial and legal

Name of organization	*Country*	*Type of assistance provided*
Rwandan Women's Community Development Network	Rwanda	Medical, psychological and social
Solidarité pour la promotion sociale et la paix	Democratic Republic of the Congo	Medical, social and legal
Trauma Center in Yaoundé	Cameroon	Medical, psychological, social and financial
Trauma Centre for Survivors of Violence and Torture	South Africa	Medical, psychological, social and legal
Une Femme qui en Soulève une Autre	Democratic Republic of the Congo	Medical, psychological, social, legal and financial
Women's Aid Collective	Nigeria	Psychological, social, legal and financial
Asian States		
Asian Federation Against Involuntary Disappearances	Philippines	Psychological
Asian Indigenous and Tribal Peoples Network (AITPN)	India	Medical, social and legal
Balay Rehabilitation Centre	Philippines	Medical, psychological, social, legal and financial
Bangladesh Rehabilitation Centre for Trauma Victims	Bangladesh	Medical, psychological, legal and financial
Centre for Care of Victims of Torture	India	Medical, psychological, social, legal
Families of Victims of Involuntary Disappearances	Philippines	Medical, psychological and legal
Gaza Community Mental Health Programme	Occupied Palestinian Territories	Psychological and social
Home for Human Rights	Sri Lanka	Medical, psychological, social and legal
International Rehabilitation Council for Torture Victims	Iraq	Medical
Khiam Rehabilitation Centre for Victims of Torture	Lebanon	Medical, psychological and social
Mandela Institute for Human Rights	Occupied Palestinian Territories	Medical, psychological, social, legal
Naogaon Human Rights Development Association	Bangladesh	Medical, psychological, social, legal, financial
Organization of the Parents and Family Members of the Disappeared	Sri Lanka	Medical, psychological, financial

Name of organization	*Country*	*Type of assistance provided*
Physicians for Human Rights	Israel	Medical, psychological, legal
Public Committee Against Torture in Israel	Israel	Legal assistance
Rehabilitation Centre for Victims of Torture	Pakistan	Medical, psychological and social
Restart Tripoli Centre	Lebanon	Medical and psychological
Rural Effective Social Development Organization	Bangladesh	Medical and financial
Society for Social Research, Art and Culture	India	Medical, psychological and social
The Korean Rehabilitation Centre for Torture Victims and families	Republic of Korea	Medical, psychological, legal, financial
Top India Trust	India	Medical, psychological, social
Treatment and Rehabilitation Centre for Victims of Torture	Occupied Palestinian Territories	Medical, psychological and social
Yosua Prison Ministry	Indonesia	Medical, psychological, social and financial
Latin American and Caribbean States		
Abuelas de la Plaza de Mayo	Argentina	Psychological
Asociación para la Salud y el Desarrollo Integral de Momostenango	Guatemala	Medical, psychological, social, financial
Association of Christians for the Abolition of Torture	Brazil	Medical, psychological, social and legal
CAPS/Lima	Peru	Psychological and social
Centre for Legal and Social Studies	Argentina	Medical, psychological, social and legal
Centro Alternativas	Chile	Medical, psychological and social
Centro de Estudios Fronterizos y Promoción de los Derechos Humanos	Mexico	Medical, psychological, legal and social
Centro de Salud Mental y Derechos Humanos	Chile	Medical, psychological and social
Comisión de Derechos Humanos de El Salvador	El Salvador	Medical and psychological
Comisión de Derechos Humanos	Peru	Medical, psychological, social, legal and financial

Name of organization	*Country*	*Type of assistance provided*
Comité para la Defensa de la Salud, la Ética Profesional y los Derechos Humanos	Argentina	Medical, psychological, social and legal
Equipo Argentino de Trabajo e Investigación Psicosocial	Argentina	Medical, psychological, social and legal
Equipo de Denuncia, Investigación y Tratamiento del Torturado y su Núcleo Familiar, Corporación de Promoción y Defensa de los Derechos del Pueblo	Chile	Medical, psychological and legal
Equipo de Estudios Comunitarios y Acción Psicosocial	Guatemala	Social and psychological
Fundación de Ayuda Social de las Iglesias Cristianas	Chile	Medical, psychological, social, legal and financial
Fundación Ecuménica para el Desarrollo y la Paz	Peru	Medical, psychological, social and legal
Hebrew Immigrant Aid Society	Ecuador	Social, legal and financial
Instituto de Terapia e Investigación	Bolivia	Medical, psychological, legal, social
Red de Apoyo	Venezuela (Bolivarian Republic of)	Medical, psychological, social and legal
Réseau Sud pour la défense des droits humains	Haiti	Medical, legal and financial
Richmond Fellowship	Peru	Training
Social Rehabilitation Service	Uruguay	Medical, psychological and social
Terre des hommes	Colombia	Medical, psychological and social
Tortura Nunca Mas	Brazil	Medical, psychological, social and legal
Union des formateurs animateurs du Sud en éducation civique et le respect des droits humains	Haiti	Medical and legal
Eastern European States		
Albanian Rehabilitation Centre for Torture Victims	Albania	Medical, psychological and social
Assistance Centre for Torture Survivors	Bulgaria	Medical, psychological, social and legal
Association for Rehabilitation of Torture Victims — Centre for Torture Victims	Bosnia and Herzegovina	Medical, psychological and social

Name of organization	*Country*	*Type of assistance provided*
Association of Concentration Camp Inmates, Sarajevo	Bosnia and Herzegovina	Social and financial
Centre for Torture Victims	Bosnia and Herzegovina	Medical, psychological and social
Centre for Torture Victims — International Aid Network — Medica Zenica	Bosnia and Herzegovina, Serbia and Montenegro	Medical, psychological and social
Centre for Victims of Political Persecutions	Poland	Medical, psychological and legal
Cordelia Foundation	Hungary	Medical and psychological
Empathy	Georgia	Medical, psychological and social
Fund Against Violation of Law	Armenia	Medical, psychological, social and legal
Georgian Centre for Psychosocial and Medical Rehabilitation of Torture Victims	Georgia	Medical, psychological, social and legal
Human Rights Society	Russian Federation	Medical, psychological and legal
ICAR Foundation	Romania	Medical, psychological, social and legal
International Aid Network	Serbia and Montenegro	Medical, psychological, social and legal
International Medical Rehabilitation Centre for the Victims of Wars and Totalitarian Regimes	Ukraine	Medical, psychological, social, legal
International Rehabilitation Centre for Torture Victims	Croatia	Medical, legal and financial
Khorezm Regional Department of Human Rights Society of Uzbekistan	Uzbekistan	Medical, social and legal
Kosova Rehabilitation Centre for Torture Victims	Kosovo, Serbia and Montenegro	Medical, psychological and social
Latvia Medical Rehabilitation Centre for Torture Victims and their Families	Latvia	Medical, psychological, legal and social
Medical Rehabilitation Centre for Torture Victims "Memoria"	Republic of Moldova	Medical, psychological, social and legal
Romanian Independent Society of Human Rights	Romania	Legal
Society of Citizens Assisting Migrants	Czech Republic	Psychological and legal
Soldiers' Mothers of St. Petersburg	Russian Federation	Medical, psychological, social and legal

Name of organization	*Country*	*Type of assistance provided*
Stichting Russian Justice Initiative	Russian Federation	Legal
Western European and other States		
Advocates for Survivors of Trauma and Torture, Baltimore	United States of America	Medical, psychological, social and legal
Amigos de los Sobrevivientes	United States	Medical, psychological, social, legal and financial
Appartenances	Switzerland	Psychological
Arab Community Centre for Financial and Social Services	United States	Medical, psychological, social, legal and financial
Association for Services to Torture and Trauma Survivors	Australia	Psychological and social
Asian-Americans for Community Involvement	United States	Medical, psychological, social, financial and legal
Association pour les victimes de la répression en exil	France	Medical, psychological, social and legal
Associazione Volontaria di Assistenza Socio-Sanitaria e per i Diritti di Stranieri e Nomadi	Italy	Medical, psychological, social and legal
Bellevue Association	United States	Medical, psychological, social and legal
Boston Medical Centre	United States	Medical, psychological, social and legal
Bundesweite Arbeitsgemeinschaft der psychosozialen Zentren für Flüchtlinge und Folteropfer	Germany	Training
Calgary Catholic Immigration Society	Canada	Medical and psychological
Canadian Centre for Victims of Torture	Canada	Psychological
Caritas-Köln	Germany	Psychological
Casa dei Diritti Sociali — Focus, Rome	Italy	Psychological, social and legal
Centre for Survivors of Torture	United States	Medical, psychological and legal
Centre for the Treatment of Torture Victims	Germany	Medical, psychological, social and legal
Centre for Victims of Torture	United States	Medical, psychological and social
Centre d'accueil et de soins Primo Levi	France	Medical, psychological, social and legal

Name of organization	*Country*	*Type of assistance provided*
Centre d'action social, réhabilitation et adaptation (SOHRAM-CASRA)	Turkey	Medical, psychological, social, legal and financial
Centre for Advocacy, Support and Education for Refugees	Australia	Legal assistance
Centre for Multicultural Human Services	United States	Medical, psychological, social and legal
Centre for the Treatment of Torture Victims	Germany	Medical, psychological, social and legal
Centre international de ressources juridiques	Canada	Legal
Centre médico-psycho-social pour réfugiés et victimes de torture	Belgium	Medical, psychological and social
Centro Astalli	Italy	Social, legal and financial
Centro por la Justicia y el Derecho Internacional	United States	Legal
Comité médical pour les exilés	France	Medical, psychological and social
Croix-Rouge Suisse	Switzerland	Medical, psychological and social
Edmonton Centre for Survivors of Torture and Trauma	Canada	Psychological
El Rescate Legal Services	United States	Legal
Exil España, Fundació Concepció Juvanteny	Spain	Medical, psychological and social
Exilio Hilfe für Flüchtlinge und Folterüberlebende e.V.	Germany	Medical, psychological, social and legal
Fédération internationale des ligues des droits de l'homme	France	Legal
Greater Boston Legal Services	United States	Psychological and legal
Gulf Coast Community Care	United States	Medical, psychological, social and legal
OMEGA Health Care Centre	Austria	Medical, psychological and social
HEMAYAT	Austria	Medical and psychological
Human Rights Foundation of Turkey	Turkey	Medical, psychological and social
Human Rights Initiative of North Texas	United States	Medical and psychological
International Institute of Boston	United States	Psychological and social

Name of organization	*Country*	*Type of assistance provided*
International Institute of New Jersey	United States	Psychological, social and financial
Italian Refugee Council	Italy	Medical, psychological, social and legal
Khmer Health Advocates	United States	Psychological
Kurdish Human Rights Project	United Kingdom	Legal
Legal Aid Foundation	United States	Legal
Lowell Community Health Center	United States	Medical, psychological, social and financial
Lutheran Children	United States	Medical, psychological, social
Marjorie Kovler Centre for the Treatment of Survivors of Torture	United States	Medical, psychological, social and legal
Médecins sans frontière/les projets Belges	Belgium	Psychological and social
Medical Foundation for the Care of Victims of Torture	United Kingdom	Medical, psychological, social, legal and financial
Medical Rehabilitation Centre for Torture Victims	Greece	Medical, psychological, social and legal
Medici contro la tortura	Italy	Medical, psychological, social, legal and financial
Minnesota Advocates for Human Rights	United States	Legal
Organisation mondiale contre la torture	Switzerland	Medical, social and legal
OSIRIS	France	Medical and psychological
Ottawa-Carleton	Canada	Psychological
Parcours de jeunes	France	Medical and psychological
Penal Reform International	United Kingdom	Legal
Physicians for Human Rights	United States	Medical, psychological and legal
Prisoners of Conscience Appeal Fund	United Kingdom	Financial
Programme for Torture Victims	United States	Medical and psychological
Provident Counselling	United States	Medical
Red Cross Centre for Tortured Refugees in Stockholm	Sweden	Medical, psychological and social
Red Cross Centre for Victims of Torture in Falun	Sweden	Psychological and social

Name of organization	*Country*	*Type of assistance provided*
Red Cross Rehabilitation Centre for Torture and War Victims in Göteborg	Sweden	Medical, psychological and social
Red Cross Rehabilitation Centre in Uppsala	Sweden	Psychological and social
Redress Trust	United Kingdom	Legal
Refuge, Inc.	United States	Psychological and social
Refugee Therapy Centre	United Kingdom	Psychological and social
Refugio, Bremen	Germany	Psychological
Refugio, Munich	Germany	Medical, psychological, social and financial
Rehabilitation Centre for Torture Victims	Denmark	Medical, psychological and social
Rehabilitation Centre for Torture Victims	Turkey	Medical, psychological and legal
Réseau d'intervention auprès des personnes ayant subi la violence organisée	Canada	Medical, psychological and social
Response International/London	United Kingdom	Medical, psychological, social
Rocky Mountain Survivors Center	United States	Medical, psychological and legal
Roskill Union and Community Health Service, Inc.	New Zealand	Medical, psychological and social
Safe Horizon, Inc.	United States	Medical, psychological, social and legal
Service d'aide psychologique spécialisée aux immigrants et réfugiés	Canada	Psychological
SPIRASI Centre for the Care of Survivors of Torture	Ireland	Medical, psychological, social, legal and training
Sudanese Victims of Torture Group	United Kingdom	Medical, legal and financial
Survivors International	United States	Medical, psychological and social
Survivors of Torture, International	United States	Medical, psychological, social and legal
The Centre for Justice and Accountability	United States	Legal
The Treatment and Rehabilitation Unit for Survivors of Torture and Trauma	Australia	Medical, psychological, social and financial

Name of organization	*Country*	*Type of assistance provided*
Torture Abolition and Survivors Support Coalition	United States	Medical, psychological, social, legal and financial
UDC-Gruppen ApS	Denmark	Medical, psychological, social, legal and financial
Unité de médecine des voyages et des migrations	Switzerland	Medical and psychological
Utah Health	United States	Medical, psychological, social and legal
Vancouver Association for Survivors of Torture	Canada	Psychological and social
Verein ZEBRA	Austria	Medical, psychological, social and legal
Women Against Rape	United Kingdom	Psychological, social, financial and legal
Xenion Psychosoziale Hilfen für politisch Verfolgte e.V.	Germany	Medical and psychological

Annex II

Joint statement on the occasion of the United Nations International Day in Support of Victims of Torture, 26 June 2005

Recognizing that the lives of individuals, their well-being and sense of security continue to be scarred by torture on a daily basis, and that torture is reported with growing frequency from all regions of the world, on the occasion of the United Nations International Day in Support of Victims of Torture, we, the United Nations Committee against Torture, the Special Rapporteur of the Commission on Human Rights on the question of torture, the Board of Trustees of the United Nations Voluntary Fund for Victims of Torture and the United Nations High Commissioner for Human Rights:

Reaffirm the concerns highlighted in our previous joint statements, re-emphasize the absolute nature of the prohibition of torture, including the principle of non-refoulement where there is a danger of an individual being subjected to torture, and stress that no exceptional circumstances may be invoked as a justification for torture.

Recall the obligation of States to take effective measures to prevent all acts of torture or cruel, inhuman or degrading treatment or punishment. Stress that the importance of prevention cannot be overemphasized, and call for the universal ratification of the Convention against Torture and its Optional Protocol. Urge the creation or strengthening of national preventive mechanisms which are mandated to undertake independent visits to places of deprivation of liberty, as required by the Protocol.

Remind States parties to the Convention of the desirability of making the declaration under article 22 providing for individual communications.

Recall the obligation of States to investigate and punish all acts of torture and cruel, inhuman and degrading treatment or punishment and strengthen efforts to fight impunity.

Recognizing the ordeals of victims and survivors of torture, both those who have spoken out and those who have suffered in silence, urge States to give effect to their obligation under the Convention to ensure that "the victim of an act of torture obtains redress and has an enforceable right to fair and adequate compensation, including the means for as full rehabilitation as possible". Recall that victims of torture have a right to sue for compensation, including civil compensation, which can be based upon universal jurisdiction. Urge the sixtieth session of the United Nations General Assembly to adopt the Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law.

Acknowledge the achievements of the Special Rapporteur on the question of Torture, whose mandate was created 20 years ago, and stress the importance of his work in preventing torture and protecting potential victims. Urge all States to issue a standing invitation and extend cooperation to the Special Rapporteur.

Recall that 10 years ago the Fourth World Conference on Women recognized that sexual violence and gender-based violence constitute torture where the State perpetrates such acts, consents or acquiesces to them. Highlight the need to raise

awareness of such forms of violence, including domestic violence, and to strengthen measures to prohibit and prevent, as well as investigate, prosecute and punish all such acts. Note that gender-based violence, including domestic violence, plays a particularly insidious role in teaching and perpetuating a culture of violence.

Recognize the key role of non-governmental organizations in providing assistance to survivors of torture and call upon Governments, private and public entities and individuals to express their solidarity with victims of torture and members of their families by contributing generously to the United Nations Voluntary Fund for Victims of Torture.

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General Assembly

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Sixtieth session
Item 113 (a) of the provisional agenda*
Elections to fill vacancies in subsidiary organs and other elections

Election of 20 members of the Committee for Programme and Coordination

Note by the Secretary General

1. In accordance with Economic and Social Council resolution 2008 (LX) and General Assembly decision 42/450, the members of the Committee for Programme and Coordination are nominated by the Economic and Social Council and elected by the General Assembly.

2. The membership of the Committee in 2005 is as follows:

Algeria,**** Argentina,** Armenia,** Bahamas,*** Benin,** Brazil,** Canada,** Central African Republic,** China,**** Comoros,*** Cuba,** France,*** Gabon,** Germany,** Ghana,**** India,** Indonesia,** Iran (Islamic Republic of),** Jamaica,**** Japan,**** Kenya,**** Mexico,*** Monaco,** Nicaragua,** Pakistan,** Republic of Korea,**** Republic of Moldova,** Russian Federation,*** South Africa,** Switzerland,** Ukraine,** United Kingdom of Great Britain and Northern Ireland,** United States of America,*** and Zimbabwe.***

** Term of office expires on 31 December 2005.
*** Term of office expires on 31 December 2006.
**** Term of office expires on 31 December 2007.

3. The General Assembly, at its sixtieth session, will, be called upon to elect 20 members, on the nomination of the Economic and Social Council, to fill the vacancies in the Committee that will occur on 31 December 2005 upon the expiration of the terms of office of the following members: Argentina, Armenia, Benin, Brazil, Canada, Central African Republic, Cuba, Gabon, Germany, India, Indonesia, Iran (Islamic Republic of), Monaco, Nicaragua, Pakistan, Republic of Moldova, South Africa, Switzerland, Ukraine, United Kingdom of Great Britain and Northern Ireland.

* A/60/150.

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4. In accordance with General Assembly decision 42/450, the vacancies are to be filled as follows:

(a) Four members from African States;

(b) Four members from Asian States;

(c) Three members from Eastern European States;

(d) Four members from Latin American and Caribbean States;

(e) Five members from Western European and other States.

5. By its decisions 2005/201 C and 2005/201 E, the Economic and Social Council nominated the following Member States for election by the General Assembly at its sixtieth session for a term of three years beginning on 1 January 2006: Argentina, Armenia, Belarus, Benin, Brazil, Bulgaria, the Central African Republic, Cuba, India, Indonesia, Iran (Islamic Republic of), Italy, Pakistan, Portugal, Senegal, South Africa, Switzerland, United Kingdom of Great Britain and Northern Ireland, and Uruguay. Subsequently, the Council was informed that the United Kingdom of Great Britain and Northern Ireland had withdrawn as a nominee for election by the General Assembly.

6. The geographical distribution of the nominated Member States is as follows:

(a) African States (four vacancies): Benin, Central African Republic, Senegal, South Africa;

(b) Asian States (four vacancies): India, Indonesia, Iran (Islamic Republic of), Pakistan;

(c) Eastern European States (three vacancies): Armenia, Belarus, Bulgaria;

(d) Latin American and Caribbean States (four vacancies): Argentina, Brazil, Cuba, Uruguay;

(e) Western European and other States (five vacancies):[1] Italy, Portugal, Switzerland.

[1] The Council postponed the nomination of two members from Western European and other States for a three-year term beginning on 1 January 2006 (decision 2005/201 E).